

According to the California Code of Regulations, Section 599.815-818, all State departments are required to have a training policy. The purpose of the policy is to form part of a "basic structure for a State training program to promote a capable, efficient and service-oriented workforce by developing employees' skills and abilities through effective, quality training programs." The policy must address all categories of training and specify the amount of payment and release time for all types of training. The Department of Personnel Administration is responsible for providing guidance to departments in the preparation and review of their training policies to ensure compliance with statewide laws and rules. These guidelines are intended to provide a broad range of ideas which departments may wish to consider when drafting a training policy.

A departmental training policy should include a broad statement of the department's commitment to the training and development¹ of its personnel as well as guidance for employee access to training services. It is the "why" and the "how" for training within the department. The policy should indicate how the department will:

- Define the role and responsibilities of supervisors, managers, training specialists, and employees, in the following areas: identifying or assessing training needs; determining priorities for delivery of training services; developing, identifying, and/or providing access to training options; providing funding for training; approving training; evaluating training provided; applying skills learning in training; following-up on performance enhancement, etc.

- Identify its authority, goals, and objectives for pursuing training and development activities.

- Define and use training terms which are compatible with relevant laws and rules.

- Align training and development activities with business needs, including organizational strategic goals and objectives.

- Establish procedures to allocate resources according to identified needs and specified training categories, including, but not limited to, how payment and release time will be allowed for training.

- Designate an organizational structure and responsibilities to assist management by providing consultative and/or training and development resources.

- Support the development and administration of innovative training programs by advocating and implementing the use of modern technology in workforce development.

¹ The term "training and development" as used throughout refers to training and development activities in general, rather than a training and development assignment.

Define the role of the Department Training Officer, Manager, and/or Coordinator, as appropriate to the organization.

Define the process the department will use for developing a plan for meeting the training needs of departmental employees (training plan).

Use qualified instructors to conduct training (which may include criteria for their qualification).

Provide training that is cost-effective, of value to the state, and relevant to the employee's career development in state service.²

Define a process by which On-the-Job Training (OJT) will be planned, delivered, and verified, in addition to defining minimum desired qualifications for those overseeing such activities.

Provide training and development as required by legislation, appropriate control agencies, Memoranda of Understanding, or other mandate; provide information about mandates specific to the department.

Inform employees about the processes and forms they should use for requesting training services, obtaining appropriate approval, providing feedback, and claiming reimbursement .

Provide access to information regarding training and development services, such as: mandated training, orientation, job-required training, job-related training, career development training, and upward mobility training.

Evaluate the effectiveness of training and development programs.

Identify criteria for new course development, course modification, and suggested frequency for review to maintain currency.

Maintain records on all training and development delivered to employees so as to provide information to management and/or control agencies when required.

Maintain a career development program for all interested employees.

Arrange for counseling and training of employees as may be reasonably needed to prepare them for placement in other state civil service positions when their positions have been or are about to be changed substantially or eliminated by

² Government Code Section 19995.1

automation, technological changes, or other management-initiated changes, to such extent as practicable and within available resources for this purpose.³

Define procedures, criteria, and reimbursement policy in the event of a failure to satisfactorily complete a training activity.

Define procedures, criteria, and reimbursement policy in the event an employee has a change in employment status immediately following training.

Training partnerships among public agencies can be used to improve the effectiveness and efficiency of training programs, reduce duplication of effort, improve the content and quality of training and provide opportunities for innovation.

References/Authority

The authority and direction for training and development should be included and cite such items as:

- DPA Regulations 599.815 through 599.818 (California Administrative Code, Title 2, Chapter 3, Subchapter 1, Article 17).
- Government Code sections 19400-19406, 19995.5
- Department of Finance Budget Letter 98-07
- Developing a High Performance 21st Century Workforce for California Government

[Note: If any language is found to be in conflict with the provisions of a memorandum of understanding, the memorandum of understanding shall be controlling].

³ Government Code Section 19995.1